Annual Report

1991-92

VOLUNTARY PLANNING

The Mission of Voluntary Planning

To provide for the effective involvement of the non-government sector in planning for sustainable development.

Sustainable Development is a process of change in which the exploitation of resources, the direction of investments, the orientation of technological development and institutional change are made consistant with future as well as present needs.

Objectives

- To facilitate the identification of problems by the non-government sector and to relate appropriate private and public resources in an attempt to solve these problems.

- To involve the non-government sector in the analysis of government planning proposals during the process of their development and prior to final approval.

Voluntary Planning is a voluntary association of non-government individuals and groups, staffed and funded by the Government of Nova Scotia, that operates at arms length from government to promote sustainable development.

Logo

The cover shows Voluntary Planning's logo.

The map of the Province superimposed over a gradually ascending bar chart represents Voluntary Planning's commitment to the increased well being and prosperity of Nova Scotians. Executed in earthy bronze, it is a reminder of the common ground and common purpose we share.

92-07359/

VOLUNTARY PLANNING

1991 - 1992

ANNUAL REPORT

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Chairman's Message

Dear Members:

It is my pleasure to address you in the Annual Report message.

Once again Voluntary Planning Sector, Committee and Board members have had a busy and productive year. I extend my deepest thanks for your commitment and interest, and encourage you to even greater heights in the upcoming year.

The 1991 - 1992 year has signalled the passing of an era within Voluntary Planning. I am speaking of the resignation of Mr. Allan Shaw, who stepped down as Chairman after 13 years with the organization; and of the retirement of Mr. John MacGregor, who had been with Voluntary Planning since 1972. Gentlemen I applaud your "careers" and on behalf of all members wish you well in your future endeavours.

I would like to take a moment to acknowledge all the Voluntary Planning staff for their sustained efforts throughout the year.

Creating Our Own Future: A Nova Scotia Economic Strategy was presented to Premier Cameron and released publicly on November 13, 1991.

The upcoming year is a crucial one for the Economic Strategy. This is the first year of implementation and it will require considerable initiative to ensure the necessary structure, linkages and partnerships are in place to effect the economic renewal of the Province.

In conclusion, the word which epitomizes the 1991 - 1992 year is "change". With such issues as National Unity, Atlantic Economic Cooperation, North American Free Trade, and the General Agreement on Trade and Tariffs "change" will likely characterize the next few years.

We must continue to prepare ourselves and seek to exploit the opportunities within these changes. As stated in a recent Forbes Magazine article:

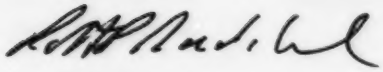
"People are divided into three groups;

those who make things happen,

those who watch things happen and

those who wonder what happened".

IT IS TIME WE MADE THINGS HAPPEN.



Robert P. Radchuck

The Atlantic Economy: Review of 1991, Outlook for 1992

The following is taken, with APEC's kind permission, from the *Atlantic Report* (volume 26 number 4, December 1991) and *Atlantic Report* (volume 27 number 1, March 1992).

Members wishing greater detail may obtain either report from APEC (422 - 6516).

Canada is limping along out of recession, growth has been very weak in the latter months of 1991.

The mechanics of recovery after recession are well understood. This time in spite of generally falling interest rates, businesses and consumers are not showing signs of confidence or economic activity.

In general tax increases have left people with less to spend; others have lost their jobs and more are afraid of doing so; low corporate profits have business more worried about survival than investment; Canadian exporters are hampered by slow American growth, low productivity and a high dollar; and Governments are simply too broke to stimulate activity very much.

Nova Scotia entered the recession in reasonably good shape, with real growth in 1990 coming close to two per cent. Employment growth continued strongly through 1990 but became unhinged early in 1991.

The province's manufacturing sector, as elsewhere, was affected by consumer diffidence. The transportation and communication sector was hit by the movement of several shipping lines from the Port of Halifax and continued rationalization of regional operations by CBC and Air Canada.

Like other provinces the resource sectors have been troubled. Two mine closures were announced; and the ground fishery is still plagued by quota problems but escaped many of the problems experienced by Newfoundland.

Nova Scotia

Nova Scotia will have a slow, but mainly positive year in 1992. There are good orders for heavy manufacturing plants, commercial oil production is expected from near Sable Island in June and local pulp and paper mills have not suffered as bad as in other provinces.

Economic progress will be limited, but positive in 1992.

Newfoundland

Newfoundland was set to lead growth in Canada for 1992, but the economy sustained several setbacks.

Cuts to the northern cod quota and the withdrawal of one of Hibernia's major partners dampened the two main forces driving the province for 1992 and beyond.

Some bright spots exist for forest products and minerals are steady.

Prince Edward Island

Prince Edward Island's non-residential construction is set to do well in 1992 and 1993. Tourism should be higher than the 1991 season and lobstermen hope for another good year. Potato markets may be affected a third year in a row, unless the "PVY" situation is completely resolved.

New Brunswick

New Brunswick's pulp and paper mills have been hit seriously in late 1991 and early 1992, thereby affecting the province's economy through 1992. Minerals are performing steadily and non-residential building is fair.

New diversity in the economy and a leaner forest products sector should pay dividends into the 1990's.

Board Committee Reports

Voluntary Planning Board

Chairman - Robert Radchuck

The Board is comprised of approximately 40 members, Sector Chairmen and members-at-large. The Board aims for a consensus point-of-view, one which represents the interests of all Nova Scotians. Consensus ensures the Board and Sectors maintain the broad point-of-view and do not reflect the narrower interests of any one particular group.

The primary issues and themes for the 1991 - 1992 Board agenda were:

- *The Economic Strategy Public Consultation process*
- *The development of Creating Our Own Future and its related action plan*
- *The implementation process for Creating our Own Future*
- *The Race Relations Forum report*
- *The Tourism Sector's Five-Year Marketing Strategy*
- *The Energy Sector's written and verbal submissions to the Nova Scotia Power Corporation discussion paper Meeting Nova Scotia's Electricity Needs*
- *The Environment and Economy Sector's Provincial Action Plan Status report*
- *A letter to the Premier requesting continued support for the position of supply management systems, and conveyance of this support to Federal officials involved with GATT negotiations*
- *The Sectors' work priorities and work plans for 1992 - 1993*
- *The Environment and Economy Sector's Position Paper on The Impact of Environmental Regulations: An Industry Perspective*
- *The Tourism Sector's Tourism Product Development: A Strategic Action Plan for the 1990's*
- *The Construction Sector's Infrastructure Renewal Report*

Guest Speakers

- **Rick Butler** - Industry Trade and Technology - Maritime Economic Cooperation
- **Carole MacDonald** and **Bob Doherty** - Industry Trade and Technology - North American Free Trade
- **Peter Underwood** - Environment - Sustainable Development Strategy public consultation results
- **Bob Russell** - Industry, Science and Technology Canada - Federal discussion papers *Prosperity through Competitiveness* and *Learning Well .... Living Well*
- **Emery Fanjoy**, Council of Maritime Premiers - Maritime Economic Cooperation
- **J. Laurent Thibault** - Canadian Labour Force Development strategy
- **Anne Muecke** - Environment and Economy Roundtable - Sustainable Development Strategy update
- **Colin Latham** and **Wendy Paquette**, Maritime Telephone and Telegraph, Telecommunications
- **David McCamus**, Annual Meeting Keynote Speaker
- **James McCambly**, Annual Meeting Guest Speaker

Executive

Chairman - Robert Radchuck

The Executive Committee serves as the chief operating vehicle of the Voluntary Planning Board. While the Board is the final authority, the Executive Committee, acting on the Board's behalf, oversees the management of Voluntary Planning.

Issues addressed by the Executive range from items brought forward by the Sectors to requests from outside agencies and/or Government to day-to-day operating requirements such as budget and staffing. Issues dealt with by the Executive in the 1991 - 1992 year include:

- *The Economic Strategy Public Consultation*
- *The Economic Strategy document and presentations*
- *A letter to the Premier requesting a status report on Nova Scotia's Trade Facilities and Services Study, and urging private sector input before acting on recommendations*
- *A discussion with and recommendations to the Premier re: Intermodal Terminal and Port competitiveness*
- *A proposed 1 day conference on Occupational Health and Safety*
- *The issue of Maritime Economic Cooperation*
- *The role of Voluntary Planning vis-a-vis Policy Board*
- *The Construction Sector's Infrastructure Renewal project*
- *The Nova Scotia Working Committee on the Constitution*
- *The Race Relations Forum*
- *The Natural Resources Education Committee*
- *The follow-up to the Construction Sector's Strategy 2000*
- *The Agriculture Sector's position on retention of supply management systems re: GATT negotiations*
- *The amalgamation/reorganization of Industry Trade and Technology and Small Business*
- *The secretariat requirements for Caretakers' of the Environment Committee*
- *The potential privatization of Sydney Steel*
- *The proposed sale of the Truro - Sydney Rail Line*
- *The Voluntary Planning representation on the inter-departmental coordinating committee on implementing Global Warming Phase 1: A Provincial Action Strategy*
- *The input to the Federal Government Prosperity Initiative*
- *The planned strategy session re: Voluntary Planning's role as catalyst for non-government action in the Economic Strategy*
- *Note, in managing resources for the Economic Strategy process several sectors remained inactive - Small Business, Health Care, Research and Development , and Professional Services Industries*

Economic Strategy

On May 22, 1991, as our Annual Meeting was taking place in Halifax, two teams of three Voluntary Planning members each, were holding public meetings in the first of 10 locations across the province. This was the beginning of the public consultation process for the Economic Strategy discussion paper *Our Province, Our Future, Our Choice.*

Team members represented business, labour and education interests - no government representatives were involved in the presentations.

The day long sessions involved a morning and afternoon focus group meeting, a luncheon speaking engagement sponsored by a local business group, and an evening open public session chaired by someone local to the area.

Education and training, government role and leadership, labour relations, and implementation were the items which Nova Scotians wanted to discuss and have addressed by an economic strategy.

That is what was learned directly from the consultation process; indirectly we learned that a major shift in the attitude of Nova Scotians is required if we are to improve our economy and participate in the regional, national and international market place.

Following the release of the *Report on the Consultation Process* in August of 1991, the consultation team members and several other Voluntary Planning members developed, through considerable discussion, the Action Plan and eventual final economic strategy document *Creating Our Own Future : A Nova Scotia Economic Strategy.*

The strategy was presented to Premier Cameron on November 13, 1991 and released publicly in a joint press conference, by Voluntary Planning Chairman Allan Shaw and Premier Cameron, in the Red Room.

The document's strategic approach contains these elements:

Based on Nova Scotian beliefs - to be successful not only on our natural resources and opportunities, but also on Nova Scotian value and beliefs. These include respect for a caring society, enhancement of the Nova Scotian way of life, concern for our environment, utilization of a cooperative approach, and a community-driven approach.

Strategic concentration on export sales - only new, earned commercial revenue will sustain and enhance the Nova Scotian way of life. That revenue must come from the development and sale of value-added tradeable goods and services including tourism, and by learning to trade at home in our domestic market through import replacement, commercial linkages and strategic procurement.

Competitiveness, the Nova Scotian approach - the achievement of competitiveness will be the result of doing many things differently and better than we presently do. Nova Scotian competitiveness must be achieved by calling upon the best and most constructive of Nova Scotian values: fair play, quality workmanship, customer satisfaction, protection of our environment and satisfying, well paying jobs.

Quality as a cultural ethic - Nova Scotia must adopt a cultural passion for quality performance in all aspects of society. We are lagging in this matter and immediate, wide scale action is urgently needed as a key part in the strategy.

The strategy's vision for Nova Scotia is to become more economically self-reliant while maintaining and enhancing the province's natural environment. The goal is to build an economy based on competitive success so we will be able to sell more goods and services in the global market.

The strategy has 10 levers - strategic areas in which specific action can achieve a lasting change in our economic development prospects. These are:

People - skilled and motivated people are the single most important lever for competitive success;

Quality - providing customers with quality goods and services must involve a never-ending effort;

Productivity - we must dedicate ourselves to continuously improving productivity in relation to our competition;

Labour / Management relations - workers and union can play a critical role in innovation and economic prosperity, our potential for success will increase greatly if Government, Labour and Business work together;

Technology - technology has become an increasingly critical lever which all companies can use to achieve competitive success;

Trade - Nova Scotia businesses must place more emphasis on entering out-of-province markets, and must undertake the research and necessary investments to access outside markets;

Infrastructure - effective trade, and a strong, competitive economy requires efficient transportation, telecommunications and energy systems;

Creating and developing business - Nova Scotia must ensure a positive provincial climate where entrepreneurship is enhanced and responsible risk-taking encouraged;

Community Economic Development - the province's economic development programs should be designed for delivery at the community level and to build the capacity required for increased economic activity to occur in smaller communities;

Government Role - Government must change, it must stop spending more than it receives and it must evolve to being a partner with strengthened non-government sectors.

Under each lever there are one or more objectives; in turn each objective may have one or more actions associated with it. Within each action an attempt was made to identify "who" would be primarily responsible for undertaking the initiative, by when and with who - potential partners.

The Strategy in its "Call to Action" chapter suggests the following general structure to deal with implementation of the "action plan":

- **An overall Monitoring body;**
- **A catalyst within government composed of a small committee of deputy ministers;**
- **Voluntary Planning as the catalyst for the non-government actions**

These structures are currently in place; however there is much work left to do to ensure the strategy's actions do not gather dust, to ensure all Nova Scotians are made aware of the challenges, and to ensure the long-term economic growth of our province.

To date we have focused our efforts in three separate, but complimentary, ways:

- **Creating awareness**
- **Building partnerships**
- **Economic Strategy Actions**

In the area of awareness we have:

- ***Created a Speakers' Bureau (through the existing structure of Voluntary Planning), to date we have made presentations to 97 groups (the objective is to broaden awareness, generate debate and engage everyone in the process of change)***
- ***Informed our constituencies through existing newsletters***
- ***Broadly distributed the document***
- ***Used Voluntary Planning Sectors , a broad network of individuals, companies, associations, to disseminate information and promote the strategy***
- ***Responded to public and media inquiries.***

In building partnerships we have:

- ***Participated in numerous meetings/workshops in education and training.***
- ***Made presentations to the Federal Economic Development Departments through the FEDC group, ACOA and CEIC.***
- ***Mr. Bill MacLennan, who chairs our economic strategy process, as our representative on the Federal Prosperity Initiative.***

- *Met with Maritime Telephone and Telegraph representatives to discuss public consultation findings on telecommunications and to engage them as a partner on telecommunication issues*
- *Through the Tourism Sector built partnerships with groups, and agencies advancing the initiative to attract a major U.S. air carrier to Halifax*

Finally, in **specific Economic Strategy Actions assigned to** Voluntary Planning we have:

- *Facilitated the development of the Labour / Management Forum (it has met twice)*
- *Facilitated the development of the Monitoring Committee (they have had their inaugural meeting)*
- *Initiated contact with the Union of Nova Scotia Municipalities regarding their "assigned" actions*
- *The Energy Sector, through its liaison with the Nova Scotia Power Corporation and the Department of Natural Resources, monitoring the Power Corporation's "Options and Opportunities" process and results, and Department's "Energy Strategy 1991"*
- *Planned to host a one-day workshop on Maritime Economic Cooperation*

Voluntary Planning is committed to the implementation of the economic strategy and our role in it. We want to ensure we are not just doing things right, or keeping ourselves busy, but that we are doing the right things for the renewal of Nova Scotia's economy.

Sector Committee Reports

Agriculture

Chairman - Peter Wile

The Agriculture Sector met throughout the year to discuss the Economic Strategy discussion paper and eventual final document *Creating Our Own Future*. As with the other natural resource sectors within Voluntary Planning, Agriculture members expressed concern over the apparent lack of acknowledgement by the document on the importance of the resource sectors.

The primary concern throughout the year has been the implications of the GATT negotiations and very real threat to supply management systems. Those commodities most threatened - Poultry, Dairy, and Egg - represent 50 % of the province's farm gate receipts. Their potential loss would have a major negative impact on family farm businesses and the very core of the province.

The Sector developed a brief position and background paper for the Voluntary Planning Board's Executive and recommended a letter be forwarded to the Premier requesting his support for supply management systems; furthermore, it was recommended the Premier convey his support to the Prime Minister and GATT negotiators.

Finally, other issues reviewed and discussed by the Sector were: Maritime Economic Cooperation, Race Relations Report, and the draft Sustainable Development Strategy.

Issues for the upcoming year will include:

- ***The restructuring of the sector***
- ***The monitoring of GATT negotiations***
- ***The monitoring of Economic Strategy issues as they arise***

Community Development

Chairman - Heather Williams

The Sector's activity for this past year has centred around the Community Economic Development chapter of the Economic Strategy.

The Sector's primary concern remains the lack of a provincial policy on community development, despite the Sector's recommendations over the past, several years. Letters have been directed to both Premier Cameron and the Hon. T. McInnis, Minister of Economic Development, requesting they begin action on a policy.

In the upcoming year the Sector will seek to broaden its membership and address the following issues:

- *The development of a provincial community development approach/policy*
- *Host an orientation session/workshop for government people, as to what community development is from a practitioner perspective*
- *Examine the implications of a catalyst role in assisting implementation of the Economic Strategy Community Economic Development actions*
- *Provide general public awareness/education regarding community development approach*

Construction

Co-Chairmen - Murray Nicoll
Fern Tardif

The Construction Sector has primarily dealt with three issues throughout the year:

- The monitoring of the Sector's report Strategy 2000
- A proposed forum on Occupational Health and Safety, and
- The examination of infrastructure renewal

A sub-committee of the Sector has been busy developing a report proposing a strategy for the involvement of the private sector in the renewal of municipal/provincial infrastructure - water, sewer, roads and bridges.

The sub-committee report is in the final draft stage and is expected to be brought to the full Sector's attention in May 1992.

Planning for an Occupational Health and Safety forum is well underway. This initiative began as the result of the Department of Labour requesting assistance in the development of a province-wide conference, following which the Sector took the lead in forming a Planning Committee with representatives from a broad range of business, labour, and health organizations, the Department of Labour and the Workers' Compensation Board of Nova Scotia.

Although groups represented are all involved in some aspect of occupational health and safety, it is the first time many of them have worked together on a joint project.

In the upcoming year the Sector will deal with:

- *The Economic Strategy initiatives in cooperation with CIDCONS*
- *The monitoring of Strategy 2000 implementation initiatives*
- *The organizing of an Occupational Health and Safety forum*
- *The review of Maritime/Atlantic Economic Cooperation initiatives, particularly employment mobility and transportation infrastructure*
- *The monitoring of implementation of a strategy on infrastructure renewal*
- *The recruitment of additional members*

Energy

Chairman - Dan Brown

Mr. Gary Croswell resigned as Chairman, but remains as an active member. Mr. Dan Brown, long-time Energy Sector Member, is the new Chairman.

The Sector completed its report Energy - A New Outlook, and distributed it widely to government departments, industry associations and education institutions.

Members also developed a written and oral submission/presentation to the Nova Scotia Power Corporation's Options and Opportunities public consultation process.

The Chairman has been appointed to represent Voluntary Planning on a committee to facilitate implementation of the Provincial Action Strategy on Global Warming Phase I.

Items to be addressed by the Sector in the upcoming year include:

- *The review of NSPC privatization plans and their potential mandate*
- *The review of Cape Breton Development Corporation's new business plan*
- *A presentation on the development status of the LASMO project*
- *A review of demand side management in power generation*
- *The monitoring of the NSPC and DNR energy strategy*
- *Input to NSPC and DNR discussion papers re: electrical utilities and energy infrastructure (Maritime/Atlantic basis)*

Possible future topics of interest include:

- *The review of the Public Utilities Board mandate given NSPC privatization*
- *The monitoring of the Federal and Provincial Action Plan on Global Warming*

- *The metallurgical coke and cogeneration project - Point Tupper*
- *The municipal solid waste incineration issue*
- *The greater use of renewable energy resources*

Environment and Economy

Co-Chairmen - Ray Cote
Alan Bell

The Committee has been active throughout the year in providing input to the Economic Strategy process and the Sustainable Development Strategy process. The Committee also developed an awareness brochure regarding opportunities for Nova Scotia businesses in Canada's Green Plan, two reports - a review/status report on the provincial Action Plan (relative to achieving goals and commitments contained in the National Task Force report, and an industry perspective on the impact of environmental regulations on project development - and examined the potential of an environmental industries association.

Ray Cote has resigned as Co-Chair (but remains on the Committee as a member) to assume the Chairmanship of the City of Halifax's Roundtable on Environment and Economy. All members thank Ray for his efforts and perseverance in pursuing the Sector's initiatives and objectives.

The Committee's proposed work plan for the upcoming year includes:

- *The review of the Committee membership*
- *Continued work on potential use of economic instruments for environmental protection (initiated last year at Good Cents Workshop)*
- *The continued examination of Nova Scotia's regulatory framework for environmental management*
- *The monitoring of environmental industries association issues*

- *The continued efforts to raise environmental awareness in the private sector*
- *A meeting with the co-chairs of the Provincial Roundtable, and with the Chairman of the Provincial Environmental Control Council*
- *The monitoring of the Economic Strategy implementation*
- *The monitoring of the Sustainable Development Strategy implementation*
- *Examination of the recycling infrastructure needs*

Fisheries

Chairman - Clifton Thomson

The Fisheries Sector met regularly throughout the year and discussed a broad range of topics. Members reviewed and commented on two strategy documents, Voluntary Planning's Economic Strategy and the draft Sustainable Development Strategy from the Provincial Roundtable on the Environment and Economy.

Members also reviewed: *Fisheries Management - A Proposal for Reforming Licensing and Allocation Systems* a Federal Fisheries and Oceans' document; the "professionalization program", part of the Atlantic Fisheries Adjustment Program; the Attorney General's Race Relation Report; the Gulf of Maine Action Plan; and the concept of Maritime Economic Cooperation.

The Sector had an opportunity to provide input into the Marine Process/Products Development Centre, and the Canadian Institute of Fisheries Technology.

Lively discussions centred around the issues of lobsters and Maine fishermen, the need for increased research on lobsters and a debate on carapace size, and the question of dockside monitoring.

Items to be addressed by the Sector in the coming year include:

- *The decline of the inshore fishery*
- *The role of the provincial Fisheries department*
- *The Canadian Coast Guard Small Fishing Vessel Safety Regulations*
- *The development of aquaculture*
- *The impact of aboriginal rights on food or commercial fisheries*
- *Continued discussion on the review of lobster carapace size, and lobster research needs*
- *Continued monitoring of Federal Fisheries Management reform*
- *The issue of foreign overfishing*
- *The impact on the industry of individual quotas*
- *Enforcement issues*
- *Research requirements*
- *Discussions on the recently announced Task Force on Incomes and Adjustments in the Atlantic Fishery*

Forestry

Chairman - Diana Blenkhorn

The Forestry Sector met regularly and over the course of the year dealt with a number of issues. Members had an opportunity to discuss: the *Environmental Law Enforcement* discussion paper; the draft Sustainable Development Strategy; Maritime Economic Cooperation; Race Relations; the North American Free Trade Agreement; and the Economic Strategy - particularly as it relates to the forest industry, the European Market, provincial pulp wood exports, Crown Land resource, and the sustainable use of woodlots.

The Sector developed a questionnaire to gauge perceptions on the recycling of newsprint. The findings of the questionnaire will be useful in the Sector's development of a "fact sheet".

Finally, members discussed the National Forest Strategy, and three current pieces of legislation and one proposed Act all dealing with the issue of land-owner rights and trespassing.

The Forestry Sector will be examining the following issues over the course of the coming year:

- *The development of a "fact sheet" addressing the impact of recycling newspaper on Nova Scotia's Forest industry and economy*
- *Environmental issues*
- *International trade implications*
- *Addressing government's lack of recognition of the resource industries*
- *The impacts of fish and wildlife*
- *The ongoing assessment of the Forest Policy*
- *The Primary Forest Products Marketing Board proposal*
- *The National Forest Strategy*
- *Continued discussion and recommendations on the current and proposed legislation that affects land-owners and trespassers*

Human Resources

Chairman - Ray Ivany

Given the importance placed on education and training in The Economic Strategy, a major focus of the Sector has been its role in the implementation of these initiatives.

Specific activities of the Sector in the past year included the following:

- Meeting with industry associations seeking the Committee's support in forwarding training initiatives
- Meetings with business, labour and education representatives on enhancing partnership arrangements

- A response to the Nova Scotia Pay Equity Commission on proposed legislation for the private sector
- Participation in the Voluntary Planning sponsored forums on the report of the Nova Scotia Advisory Group on Race Relations
- Participation on the Construction Sector led Occupational Health and Safety Planning Committee
- Input to the Canadian Labour Force Development Board
- Input to the Department of Education restructuring process
- Monitoring of the implementation of the provincial community college system
- Monitoring of the Federal consultation "prosperity" initiative

Land Resources Coordinating Council

Chairman - Lester Settle

The Land Resources Coordinating Council has been active through the work of four sub-committees.

Work continues towards the Caretakers' of the Environment Conference scheduled for June 25 - 29, 1993. The theme for this international conference is Environment and Natural Resources, and it will involve students in secondary schools from across the world. The sub-committee is planning to secure its own secretariat.

The topic of occupiers' liability is back on track with the sub-committee working with the Department of the Attorney General, on a draft proposal.

The Abandoned Rail line sub-committee has been very active in dealing with the issue of acquisition of abandoned rail line right-of-ways.

Finally, the Waste Management Awards Program for Schools, initiated in February of 1990, continues to grow. Participating schools undertake waste management projects and receive gold, silver or bronze certificate awards depending on the scope of the project.

The Committee's work plan for the 1992 - 1993 time frame includes:

- *To develop occupier liability legislation and regulations*
- *To examine the possibility of common occupier liability legislation/regulations for the Maritime/ Atlantic provinces*
- *To continue the examination of abandoned rail line issues, and involve the Tourism Sector*
- *The development of a provincial Community Economic Development policy*

Manufacturing

Chairman - Gordon Jones

As part of their work for the 1991 - 1992 year, the Manufacturing Sector received a presentation on a Quality and Productivity Cooperative proposal by the Nova Scotia Research Foundation. The concept is to establish a pool of expertise on quality and productivity at the Foundation and work with companies, who would join the cooperative for a fee, for a given period of time on their specific quality and productivity concerns.

Members suggested test cases be carried out first; these could serve as a marketing tool and determine the private sector interest. Members also cautioned that in today's economic climate a fee would be a major deterrent. Finally, some questions arose around the possibility of being in competition with the private sector for this type of service. The Sector will continue to monitor this initiative.

The Sector wishes to provide input and assist in the implementation of the Economic Strategy action regarding increased training for managers and workers, and will be examining its role in other Strategy areas.

The Sector will continue to monitor and respond as required to legislative issues such as Worker's Compensation, and Pay Equity in the private sector.

Maritime/Atlantic Economic Cooperation initiatives will be considered, particularly those relating to investment incentives, export promotions, and reduction of interprovincial trade barriers.

Mineral Resources

Chairman - Greg Isenor

The Sector's main discussion topic for the year was the Economic Strategy. Members were concerned by the apparent lack of acknowledgement by the Economic Strategy on the importance of the natural resource industries.

Throughout the year members also addressed: the draft Sustainable Development Strategy, Race Relations, and the Maritime Economic Cooperation initiative.

The Sector plans to address the following issues:

- *Industry promotion to stimulate investments by exploration companies, and for public awareness*
- *The examination of the taxation of the industry*
- *Review and make recommendations for improvement to the Nova Scotia Stock Savings Plan*
- *Target issues from the Economic Strategy as they relate to the industry*
- *Act as the coordinating body for the Economic Strategy with the Chamber of Mineral Resources and the Mining Society*
- *Review of the membership*

Taxation

Chairman - Edwin Harris, Q.C.

The Sector continues to deal with issues affecting the business operating environment, as it relates to government taxation, and with the province's deficit.

A discussion paper regarding a potential change to the Business Occupancy Tax (how it was levied and collected) met with serious concerns from the members. They were concerned with the piecemeal approach to tax changes and little consideration to the potential impacts of the changes (especially the cumulative effects of these type of individual changes).

Members recommended to the Department of Finance, the Province seriously consider adopting an approach similar to the Working Ventures Canadian Fund Inc. to encourage the development of venture funds. Concerns raised by the department were addressed by the members in a follow-up letter.

The issue of taxing commercial flea markets was addressed by members. Representatives from the Department of Finance made a presentation to members on the specifics of the issue. It was made abundantly clear that only commercial flea market operations were being considered. Members made several suggestions on how the issue could be approached.

Throughout the year the Sector had the opportunity to meet with the Minister or the Deputy Minister of Finance to register their ideas regarding cost cutting/saving measures for the province. The Sector appreciates these opportunities for direct contact. Members wish to thank the former Minister of Finance, the Hon. Greg Kerr, for his availability to the Sector and his frankness in Sector discussions.

The Sector's work plan includes:

- ***Meeting with the new Minister of Finance regarding Provincial Budget***
- ***The continued monitoring of the government's expenditure and revenue sides***

- *The examination of how taxation issues affect competitiveness*
- *The consideration of incentive structures for private investment*
- *The consideration of Maritime/Atlantic Economic Cooperation issues as they arise*

Tourism

Chairman - Bruce Anderson

The Tourism Sector was busy and met regularly over the year. Members discussed the Economic Strategy, Maritime Economic Cooperation, the draft Sustainable Development Strategy, and the Tourism Cooperation Agreement. However, the Sector's main focus was the development of the *Product Development Strategy* ; which will be printed and distributed to government and industry in the near future.

The Sector will address the following issues in the upcoming work year:

- *The examination of major theme, festivals and events, and major promotion issues as part of the Marketing Implementation sub-committee*
- *The improvement of tourism statistics*
- *The lack of tourism research and development*
- *The examination of improved air access, particularly recommendations in the Economic Strategy*
- *The implementation of the Product Development strategy and its tie-in to the Five year Marketing Strategy*
- *Implementation of the '92 Action Plan emphasizing awareness, quality, and access*
- *The development of a '93 Action Plan to continue the implementation of the Product Development Strategy*
- *The review of the future direction of CheckIn N.S.*
- *Participation in Sail Sell '92 Promotion on Toronto's Harbour front*

Transportation

Chairman - Douglas MacLeod

The Sector has been active throughout the year. Members were strong proponents for the development of an Intermodal Terminal and forwarded numerous letters in support of the project.

In cooperation with the Nova Scotia Trade Council, the Sector's concern for the competitiveness of the Port of Halifax led to a meeting with the Premier; resulting in the Task Force on the Future of the Port of Halifax being established.

The Sector has encouraged the Province to secure funding for the upgrading and completion of the 100 series highway.

On behalf of the Voluntary Planning Board, the Sector collated a response on Transport Canada's proposed "cost recovery policy", for consideration by the Province in the development of a submission.

Mr. Elwood Dillman resigned as Chairman and Mr. Douglas MacLeod accepted the position. Finally, members undertook a process to update the Sector's Terms of Reference.

In the coming year the Sector will monitor and provide input to the relevant stakeholders on the following issues:

- *The Port of Halifax competitiveness initiatives, development of an intermodal terminal, and the 100 series highway improvements*
- *The impact of Federal/Provincial policies on transportation services*
- *The National Transportation Act review*
- *The Maritime Economic Cooperation initiatives*
- *Marketing of the Halifax International Airport as air transportation hub of Atlantic Canada, together with the Tourism Sector, Department of Economic Development and the Department of Transportation and Communications*
- *The potential of a local airport authority*
- *The sale of the Truro - Sydney Rail Line*
- *The rate structure regarding overweight/over dimension trucks*

Sector Committee Recommendations 1991 - 1992

Board

Recommendation	To	Date	Action
Economic Strategy Public Consultation briefing session	Premier Cameron, Deputy Premier Tom McInnis, and Deputy Ministers Gordon Gillis and Tom Merriam	July, 91	Support to proceed
Economic Strategy Public Consultation Briefing session re: education comments	Hon. R. Giffin, Minister of Education, and Deputy Minister Armand Pinard	July, 91	Comments considered for restructuring plans of the department
Briefing session on Economic Strategy draft Action Plan	Cabinet	Oct, 91	Government commitment to draft action plan and suggested implementation structure, and support to proceed
Recommended names for the Economic Strategy's Monitoring Body	Premier Cameron	Oct, 91	List accepted and persons contacted
Letter, on Agriculture Sector's behalf requesting Premier support, and convey support to GATT negotiators, supply management systems	Premier Cameron	Nov, 91	

Race Relations Forum

Forum reviews Advisory Group report and makes recommendations	Voluntary Planning Board	Jan, 92	Incorporating in organizational procedures

Race Relations Forum (continued)

Recommendation	To	Date	Action
Forum review/comments ofthe N.S. Advisory Group on Race Relations report	Advisory group Chairman, and Attorney General Department	March, 92	Acknowledged

Agriculture

Recommended Premier support supply management systems and convey support to Canada's GATT negotiators	Through Voluntary Planning Board to Premier Cameron	Nov, 91	

Community Development

Letters recommending government action on the development of a provincial community development policy/approach	Premier Cameron, and Hon. T. McInnis	Jan, 92	
Letter to Monitoring Committee co-chairs requesting they convene a meeting of senior heads from agencies involved in community development to discuss implementation of the Economic Strategy Actions on community development	Allan Shaw and Premier Cameron	March, 92	

Construction

Letter requesting meeting to address Strategy 2000 recommendations relating to the Provincial government	Chairman, Policy Board	May, 91	Acknowledgement and response; meeting pending

Energy

Written submission and oral presentation to NSPC Options and Opportunities public consultation sessions	NSPC	Oct, 91	Opinions incorporated in NSPC final report

Environment and Economy

Recommendations	To	Date	Action
Recommendations regarding integration, where feasible, of the Economic Strategy and the Sustainable Development Strategy	Chairman, Voluntary Planning	April, 92	
Submitted report and recommendations on the impact of environmental regulations on project development	Voluntary Planning Board	March,92	Board accepted the report and recommendations

Fisheries

Recommendations regarding the Fisheries Management Proposal on licensing and allocation systems	Hon. J. Crosbie	Jan, 92	Acknowledgement of receipt of letter, response to follow and further input through members on working group
Direct recommendations (at meetings) on dockside monitoring, Canadian Institute of Fisheries Technology, Individual quotas, Marine Process/Products Development Centre, and increasing carapace size for lobsters	Government representatives	Through out the year	Varied results
Letter expressing concern over Boat Harbour in general and the clean-up process	Minister of Environment	Oct, 91	In process
Letter recommending removal of anti-exposure work suit advertisements	Canadian Coast Guard	May, 91	Removal of advertise-ments
Letter recommending conference on the status and direction of the Fishery re: foreign and domestic policies	Provincial Minister of Fisheries	Dec, 91	Acknowledgement of recommendation

Forestry

Letter outlining Economic Strategy concerns	Bill MacLennan, CORE Chairman	May, 91	Acknowledgement
Recommendations/input to draft Sustainable Development Strategy	Environment and Economy Roundtable sub-committee	Sept, 92	In process

Forestry (continued)

Recommendations	To	Date	Action
Recommendations/input to the Environmental Law Enforcement process	Department of Environment	Jan, 92	Legislation to be introduced in this year's sitting of the legislature

Human Resources

Recommendation that discussion paper on pay equity in the private sector include information on the economic impacts of the proposed legislation on overall business costs	Pay Equity Commission	Aug, 92	Under consideration

Mineral Resources

Expressed concern over the expiration of the Mineral Development Agreement and expressed need for a new one	Minister of Natural Resources	Feb, 92	
Request for review of the Economic Strategy and suggestions of areas where the industry could implement strategy actions to benefit mineral resources	Prospectors' Association of Canada and Mining Association of Canada	Feb, 92	In progress
Recommendation Sector act as the coordinating body for the Economic Strategy	Chamber of Mineral Resources	Jan, 92	Agreed

Taxation

Recommendation regarding province adopt an approach similar to Working Ventures Canadian Fund Inc. to raise venture capital	Through Voluntary Planning Board to Department of Finance	Sept, 91	Acknowledged
Direct recommendations (at meetings) on taxation of commercial flea markets, cost reductions and harmonization	Department of Finance representatives and the Minister	Through out the year	Taken under advisement

Tourism (continued)

Recommendation	To	Date	Action
Request for support on Department of Economic Development separating Tourism statistics from the general category of services	Hon. T. Donahoe	Nov, 91	Acknowledgement and support
Request to Department of Economic Development re: separation of Tourism statistics from the general category of services	Hon. T. McInnis	Nov, 91	Staff assigned to issue

Transportation

Recommendation for a staff co-ordinator to facilitate development of an intermodal terminal	Through Voluntary Planning Board to Premier	June, 91	Acknowledgement of letter
Recommendation for private sector input on recommendations of trade facility study prior to any implementation plans	Through Voluntary Planning Executive to Premier, and Hon. T. McInnis	April, 91	Acknowledgement and response from Hon. T. McInnis
Letter supporting intermodal terminal	Through Voluntary Planning Chairman to the CN President, Mr. R. Lawless	June, 91	Acknowledgement and response
Recommendations re: upgrade of highway 104	Through V.P. Chairman to Hon. K. Streatch	June, 91	Departmental updates at subsequent meetings
Letter re: Grains 2000 report	Through Board to Hon. W. McKnight, Federal Minister, Agriculture Canada	June, 91	Acknowledgement
Letter re: study on the competitive position of Canadian ports	Through V.P. Board to Federal Ministry of Transportation	Sept, 91	Currently study not public
Letter re: report on Intermodal terminal site access road	Hon. T. McInnis	Oct, 91	Report released
Letter of support re: efforts to promote airport as air transportation hub	Hon. T. Mcinnis	Jan, 92	Presentation to Sector by Charles Yates
Request for a copy of the Truro - Sydney Rail line study (when completed)	Industrial Cape Breton Board of Trade	Jan, 92	Release of report pending

Acknowledgement

Mr. Allan Shaw

On November 27, 1991 Allan Shaw officially resigned as Chairman of the Voluntary Planning Board.

In a simple one line sentence, which could not possibly convey the impact of its message, on the agenda's announcements it was noted that Mr. Allan Shaw had resigned. His resignation marked the end of a thirteen year relationship with Voluntary Planning and its members.

Allan first joined Voluntary Planning in 1978, as a member of the Manufacturing Sector. A short three years later he would become the Board's second Chairman.

Through the course of Allan's Chairmanship his name would become synonymous with the organization and its activities. The accomplishments Allan guided Voluntary Planning through since 1981 are too numerous to list completely in such short space; therefore, a simple random sampling will have to bear witness to the broad range of issues and interests addressed:

- Policy Board agrees Fisheries Sector will be the key advisor to the Minister concerning offshore oil and gas
- manpower strategy report
- deed transfer tax report
- submission on uranium mining;
- marketing and trade development strategy prepared
- transportation strategy report
- paper on small business development
- meeting with Premier and Ministers of Labour and Manpower and Education to oppose another manpower study before previous recommendations acted upon
- White Paper, *Building Competitiveness*
- V.P. charged with monitoring White Paper

* Trade Committee established
* three Labour representatives added to the Board
* formation of Trade Advisory Committee
* Board support for coop education from TUNS
* R and D committee advises against Super Computer
* Agriculture Sector prepares Agriculture Tomorrow report
* report on unemployment submitted to Forget Commission
* major presentation to United Nations World Commission on the Environment
* Clean Nova Scotia Foundation established
* ACOA requests V.P. to cohost public consultation session
* report by Human Resources Sector, The Establishment of a Community College System in Nova Scotia
* beginning of Economic Strategy process
* public consultation sessions on Economic Strategy discussion paper Our Province, Our Future, Our Choice
* presentation to Premier and public release of Creating Our Own Future

A man of many talents and interests some of Allan's other activities and positions include:

* Chairman and Chief Executive Officer, L.E. Shaw Limited;
* Chairman, Clayton Developments Limited;
* Director, L.E. Shaw Limited and Subsidiaries;
* Director, P. Lane and Associates Limited Environmental Consultants;
* Director, Member Executive Committee and Audit Committee, The Bank of Nova Scotia;
* Chairman and Governor, Dalhousie University Board of Governors;
* Director, Member Executive Committee, The North-South Institute;
* Co-Chair with Premier Cameron, Monitoring Committee on Implementation of Creating Our Own Future: An Economic Strategy for Nova Scotia;
* Mr. Shaw holds a B.Sc. from Dalhousie University and an M.B.A. with Distinction from Harvard Business School.

Throughout his Chairmanship Allan has guided Voluntary Planning with the same quiet, authoritative and confident style with which he has guided L.E. Shaw Limited since 1979. Always in control, but never overbearing, Allan has the ability to get the best qualities of people to come to the forefront and tackle seemingly overwhelming and fractious issues.

We at Voluntary Planning are truly saddened by the loss of Allan as Chairman, yet rest assured in the knowledge that we have gained a formidable ally, who will "volunteer" his expertise and energy when needed.

On behalf of Voluntary Planning members, past and present, thank you for all the time and effort in championing issues on our behalf.

Appendix

Voluntary Planning Board Executive

Mr. Robert P. Radchuck	Chairman, Executive
Mr. Allan Shaw	Past Chairman (until May 27, 1992)
Mr. E. C. Harris, Q.C.	
Mr. Fern Tardif	

Voluntary Planning Board Members

Mr. Robert P. Radchuck	Chairman, Board
Mr. Bruce Anderson	Chairman, Tourism
Mr. Alan V. Bell	Co-Chairman, Environment and Economy
Mr. George Bernard	Member at Large
Ms. Diana Blenkhorn	Chairman, Forestry
Mr. Dan Brown	Chairman, Energy
Mr. Paul Campbell	Member at Large
Mr. Rick Clarke	Member at Large
Mr. Mederic Corneau	Member at Large
Mr. Nick Coyle	Member at Large
Mr. Gary Croswell	Member at Large
Mr. Elwood Dillman	Member at Large
Dr. J. Colin Dodds, Ph.D.	Member at Large
Mr. Albenie Doucet	Member at Large
Mr. Don Downe	Member at Large
Mr. J. D. Eisenhauer	Member at Large
Ms. M.E. (Peggy) Godfrey	Chairman, Small Business Development
Mr. Ron Grant	Member at Large
Mr. E. C. Harris, Q.C.	Chairman, Taxation
Mr. Greg Isenor	Chairman, Mineral Resources
Mr. Raymond Ivany	Chairman, Human Resources
Mr. Gordon F. Jones	Chairman, Manufacturing
Mr. Maurice Lloyd	Chairman, Professional Service Industry
Mr. Alex MacDonald	Member at Large
Mr. Bill MacLennan	Chairman, CORE
Ms. Lynnette Mensah	Member at Large
Mr. Thomas G. Merriam	Deputy Minister, Economic Development
Mr. Murray Nicoll	Co-Chairman, Construction
Mr. Bob Ojolick	Member at Large
Mr. Dennis Richard	Member at Large
Dr. John T. Sears	Member at Large
Mr. Lester Settle	Chairman, Land Resources Coordinating Council

Mr. Joe Shannon	Member at Large
Ms. Elaine Sibson	Member at Large
Mr. Fern Tardif	Co-Chairman, Construction
Mr. Cliff Thomson	Chairman, Fisheries
Mr. Peter Wile	Chairman, Agriculture
Ms. Heather Williams	Chairman, Community Development

Outgoing Chairmen

Ray Cote	Environment and Economy
Elwood Dillman	Transportation
Allan Shaw	Voluntary Planning Board
Ron Smith	Health Care
Cliff Thomson	Fisheries

Outgoing Board Members

Gary Croswell
Dick Smyth
Earl Tubrett
Hugh Vincent
Charles Weir

Voluntary Planning Staff

Elizabeth Mills	Executive Director
Kathy Burkholder	Senior Office Secretary
Karen Emberly	Secretary
Rita Fraser	Sector Coordinator
Sergio Greguoldo	Sector Coordinator
Carole MacDonald	Sector Coordinator
Penelope Russell	Logistics Coordinator
Peggy Tibbo-Cameron	Sector Coordinator

Outgoing Staff

John MacGregor	Sector Coordinator
Irene MacKay	Senior Office Secretary
Peta Martin	Logistics Coordinator

Seconded Staff

Lorraine MacCormac	Economic Strategy
Janice Nugent	Economic Strategy

Voluntary Planning Publications

Voluntary Planning Board	*Report on the Public Consultation Process: Encounter on the Nova Scotia Economy May 22 - 30, 1991*
	Creating Our Own Future: A Nova Scotia Economic Strategy November1991
Energy Sector	*Energy - A New Outlook*
Environment and Economy Committee	*Impact of Environmental Regulations: An Industry Perspective*
	Provincial Action Plan: A Status Report
	Brochure: *Canada's Green Plan and Nova Scotia's Private Sector*
Tourism Sector	*Tourism Product Development Strategy : A Strategic Action Plan for the 1990's*

Calendar of Special Meetings and Events 1991 - 1992

1991

April 8	Press Conference announcing the Economic Strategy Public Consultation meetings to be held in May
April 26	Environment and Economy meeting regarding private sector interest in establishing an Environmental Industries Association
April 26	Orientation session for regional Chairmen and presentation Team members (Economic Strategy Consultation Process)
May 3	**Building Community Competitiveness** in Nova Scotia, sponsored by the Dartmouth Chamber of Commerce and the Canadian Chamber of Commerce - Allan Shaw participates on the panel, several members participate in the workshops
May 9	Orientation session for regional Chairmen and presentation Teams
May 22	Voluntary Planning Annual Meeting
May 22 -31	Economic Strategy Public Consultation meetings in 10 locations across the province
June 7 - 16	Tourism Sector participation at **Sail Sell**, a major Nova Scotia Travel Festival, on Toronto's Waterfront; while there a Product Development Questionnaire is conducted with site visitors
June 15	Economic Strategy Teams debriefing and planning session for next phase of the Economic Strategy document; begin work on interim report
July 11	Economic Strategy briefing session held with Premier Don Cameron, Deputy Premier Tom McInnis, and Deputy Ministers Gordon Gillis and Tom Merriam

1991

July 24	Briefing session with Hon. Ron Giffin, Minister for Education, and Advanced Education and Job Training and Deputy Minister Armand Pinard regarding Economic Strategy public consultation comments on education
July 29	Allan Shaw and Prof. Walter Isenor meet with Dr. Kenneth Ozmon, President of Saint Mary's University, to discuss the Economic Strategy and the concept of a business university international forum
August 1	Economic Strategy public consultation briefing sessions with Ms. Sandy Jolly, Deputy Leader of the Liberal Party; Alexa McDonough, Leader of the New Democrat Party
August 2	Voluntary Planning Staff meet with Department of Industry, Trade and Technology, and Small Business Internal Staff Reorganization Committee regarding the departments' amalgamation and reorganization
August 15	Public release of the *Report on the Consultation Process*, an account of the public consultation session concerns and comments
October 7	Deputy Ministers' briefing session on the Economic Strategy Action Plan
October 10	Premier and Cabinet briefing session on the Economic Strategy Action Plan
October 17	Meeting with Committee of Deputy Ministers - Gordon Gillis, Carol Conrad, Doug Tobin, and Tom Merriam - to review Government responsibilities in the Economic Strategy Action Plan
October 30	John MacGregor, long-time Voluntary Planning staff member, retirement function
November 5	Economic Strategy briefing session with New Democratic Party caucus
November 6	Economic Strategy briefing session with Liberal Party caucus

1991

November 13	Presentation of *Creating Our Own Future: An Economic Strategy for Nova Scotia* to Premier Don Cameron; joint press conference by Allan Shaw and Premier Don Cameron to publicly release the final Economic Strategy
November 19	Voluntary Planning hosts a **Race Relations Forum** to review and respond to the Report of the Nova Scotia Advisory Group on Race Relations
November 25	Meeting with the Federal Economic Development Coordinating Committee on the Economic Strategy
November 26	Presentation on Job Training to the Legislative Standing Committee on Human Resources by Human Resources Sector representative
November 27	Allan Shaw resigns as Chairman of Voluntary Planning Board, accepts co-chairman position of the Economic Strategy Monitoring Committee with Premier Cameron; Bob Radchuck assumes Chairmanship of Voluntary Planning
December 4	Economic Strategy information session with government officials
December 9	Economic Strategy Action Plan orientation session for department designates coordinating implementation of assigned department actions; Premier Cameron and Gordon Gillis also attend

1992

January 14	2nd **Race Relations Forum** held to continue discussions initiated at November meeting and to finalize the response to the Race Relations Advisory Group's report recommendations
January 21	Robert P. Radchuck officially appointed, by Order in Council, as Chairman of the Voluntary Planning Board; he is the Board's third Chairman in its 29 year history;

1992

January 22	Board Chairman meets with Sector Chairmen to discuss Board and Sector priorities for 1992
January	Bill MacLennan recruited to the Federal Steering Committee for the **Canadian Prosperity Initiative**; the committee is an independent private sector advisory group with David McCamus and Marie-Josee Dorin as the Co-Chairs
February 6	Participation at Dartmouth School Principals' In-Service, discussed the Economic Strategy
February 11	Presentation on the Economic Strategy to the Dartmouth Chamber of Commerce Trade Committee
February 19	Meeting with Union of Nova Scotia Municipalities' representatives regarding their role in the Economic Strategy actions; follow-up presentation to UNSM Executive
February 24	Voluntary Planning representatives meet with Mr. Armand Pinard, Deputy Minister of Education, regarding the newly restructured Department of Education
March 3	First meeting of the **Labour Management Forum** held, Larry Wark and Henry Demone Co-Chairs
March 5	Voluntary Planning Economic Strategy representatives meet with representatives of the Federation of Labour Executive to discuss Labour's participation in the Monitoring Committee
March 6	Meeting between Voluntary Planning and Maritime Telephone and Telegraph representatives regarding telecommunications issues in the Economic Strategy
March 11	Presentation on Economic Strategy at East Hants Chamber of Commerce Annual Meeting
March 23	Presentation to Federal Director Generals and Provincial Deputy Ministers regarding Economic Strategy

1992

March 24 — Voluntary Planning representatives participate at a one-day **Stay in School Conference** sponsored by the Dartmouth Chamber of Commerce

Note that since the Strategy's November 13 release date **there have been over 97 presentations** to a wide variety of groups and associations, which have not been included in the above Calendar of Events.